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OFFICE OF OPERATIONS

1. General.

a. Organization. The Office of Operations is organized for the purpose of conducting, under single overall control, those operations which require an integrated unit organization and can be operated openly or only semi-covertly. To this end, it is organized in three main branches:

- (1) Office of the Assistant Director
- (2) Contact Branch
- (3) 
- (4) Documents Branch

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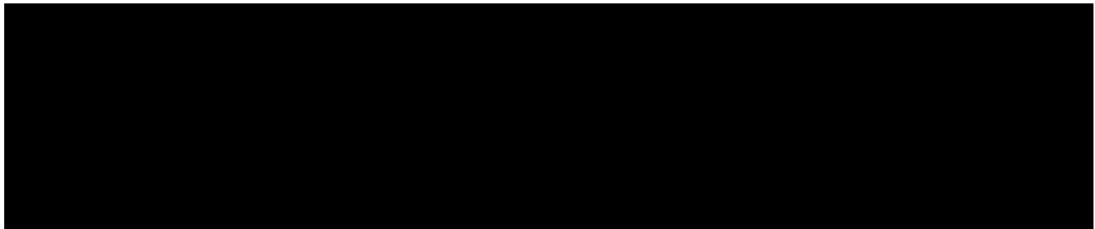
b. Relationship with Intelligence Advisory Board Agencies. In its relationship with the intelligence agencies of the government, the Office of Operations deals primarily through its branches on the working level. Its functions are chiefly self-contained and its operations should not be considered joint.

c. Relationship with CIG offices. The Office of Operations is headed by an Assistant Director and is established on a coordinate level with the Offices of Special Operations, Reports and Estimates, and Collection and Dissemination. Each of its branches are primarily responsive to intelligence requirements as announced by the Office of Collection and Dissemination. The Office of Collection and Dissemination controls the dissemination of material developed in the Office of Operations.

2. Discussion.

a. Office of the Assistant Director. This office controls and coordinates the functioning of the branches but has decentralized the detailed control of operations and administration to the Branch Chiefs.

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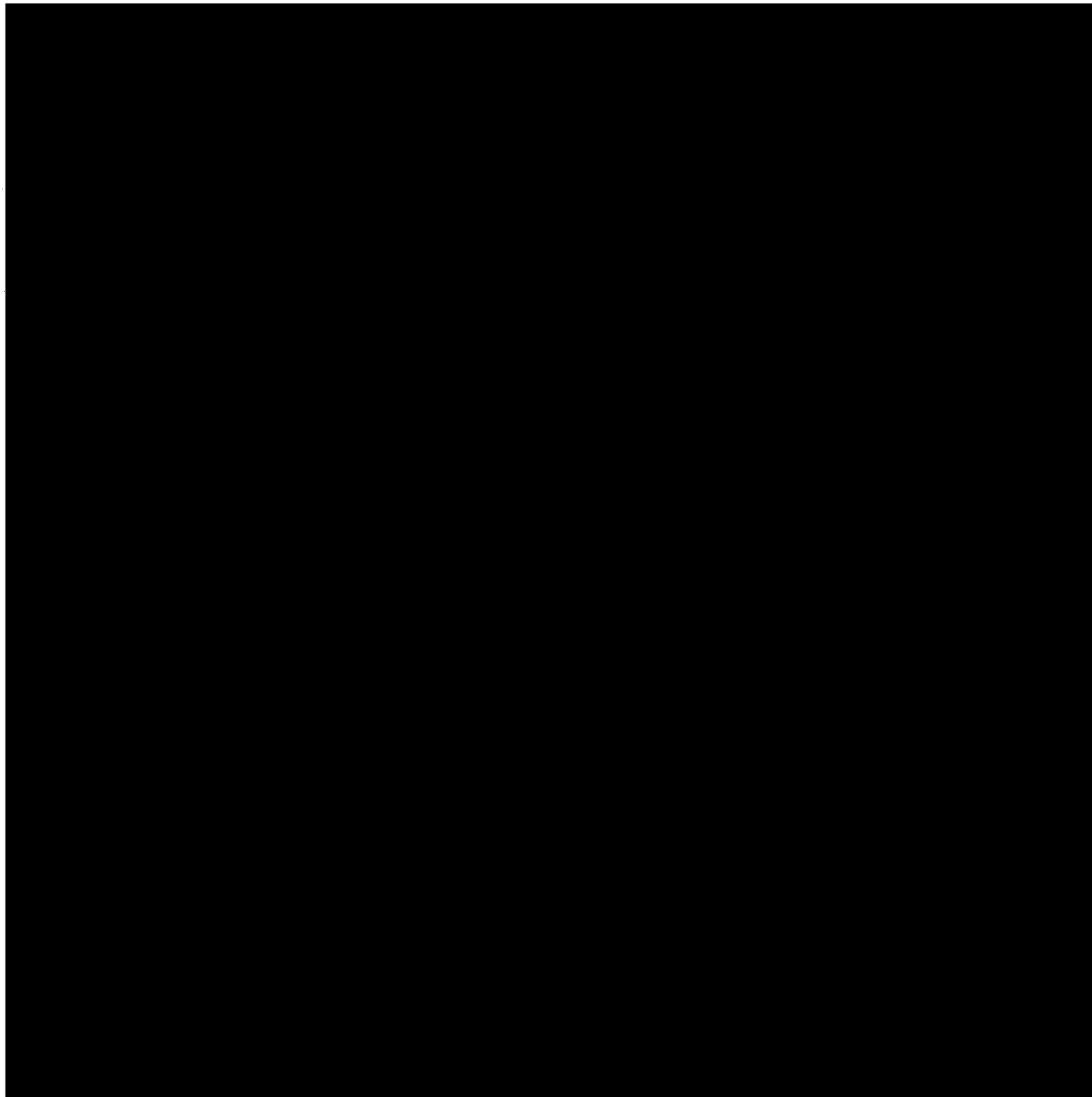


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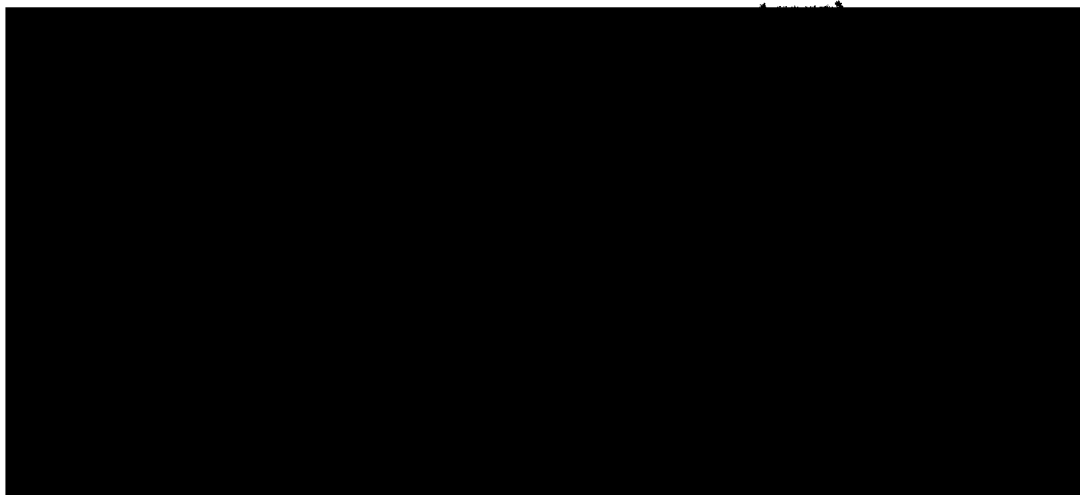
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OFFICE OF COLLECTION AND DISSEMINATION

1. a. General. The Office of Collection and Dissemination is organized into several branches as follows:

Office of the Assistant Director. Although there is an executive officer, administrative control rests within the Assistant Director and his Deputy.

- (1) Requirements Branch
- (2) Collection Branch
- (3) Dissemination Branch

b. The relationship between OCD and outside agencies is threefold. First, to receive intelligence requests; second, to issue collection requirements; and third, to disseminate the collected information to the interested agencies.

It is necessary, therefore, that close liaison be maintained not only with the IAB agencies but with other departments of the government.

c. A close liaison is also necessarily maintained with the other offices of the Central Intelligence Group, especially, the Office of Reports and Estimates, the various branches of which must be contacted constantly to ascertain the availability of material. This latter is an interim measure pending the activation of the Reference Branch.

d. Interbranch coordination within OCD is maintained by a quite formal and completely systematized organization. This organization is considered to be formalized to the extent that it tends to reduce flexibility and decentralization of responsibility.

2. Discussion.

a. Requirements Branch.

(1) Organization. The Requirements Branch is organized as follows:

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- (a) Administrative Section
- (b) Survey Division
- (c) Control Division

(2) Personnel. This branch is in fairly good shape as far as personnel is concerned, a condition which exists almost entirely throughout OCD.

(3) Space and Facilities. The space allotted and facilities available appear to be satisfactory.

(4) Operations.

(a) The functions of this branch are essentially receipt and control of intelligence requests from the various agency sources. A close check is maintained to assure that all requests are properly processed and that the requesting agency receives all the information required that is possible to obtain in a minimum of time. Adequacy check discloses practically universal satisfaction on completed requests.

(b) The Survey and Control Divisions concern themselves principally with what intelligence information is required by the agencies and with the security of material and recipients respectively.

b. Collection Branch:

(1) Organization. The Collection Branch contains three subdivisions, as follows:

- (a) Collection Policy Division
- (b) Procurement Division
- (c) Analysis Division

(2) and (3) Personnel, Space and Facilities. The personnel, space and facilities situation appears to be satisfactory.

(4) Operations. This branch receives the intelligence requests from the Requirements Branch and after checking them for clarity and conciseness, routes them to that source known to be best qualified to fulfill the requirement. The principal handicap to this branch appears to be the lack of a fully activated reference branch. As conditions exist now,

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it is frequently necessary to contact one or more branches within the Office of Reports and Estimates in order to ascertain proper sources to complete requirements or if the material is already available.

c. Dissemination Branch.

(1) Organization. This branch consists of two divisions:

(a) Dissemination Policy Division

(b) Distribution Division

(2) and (3) Personnel, Space and Facilities. Sufficient personnel, space and facilities are available to function satisfactorily under the present workload.

(4) Operations.

(a) The primary function of this branch is to receive fulfilled intelligence requirements from the various sources and to distribute this material to the proper recipients.

(b) The Distribution Division consists, basically, of a distributing and reading panel of five professionals, plus a miscellaneous desk, with necessary clerical assistants furnished by Personnel and Administration to register all of the documents flowing through the division.

(c) The Policy Division is a small staff section serving as a junior ICAPS to the Branch Chief.

(d) A small reproduction section has been established by Personnel and Administration under Distribution in order that urgent requests for reproduction of material may be accomplished in the Dissemination Division without delay.

The Office of Special Operations sends a representative to the Dissemination Division daily to pick up such reports as are desired by that office.

3. Conclusions.

a. The Office of Collection and Dissemination appears to be functioning well and reportedly to the satisfaction of the agencies.

b. On the surface the elaborate and formal internal administrative system as set up in OOD appears to be efficient and to present few, if any, loopholes. However, there is always the danger

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that such a system can become too inflexible and standardized and in concentrating too much control at the top, and not allowing sufficient exercise of initiative at the lower levels, it could possibly buckle of its own weight. This condition can conceivably be necessary during the indoctrination and expansion period, but as additional qualified personnel are acquired it is believed that a more equal distribution of authority and control and a less formal and more streamlined administrative system could be more desirable.

c. The Assistant Director of OCD must be constantly aware of the fact that procedures alone will not satisfy the mission of his office. A more channelling of requirements should be considered as but a small part of its responsibilities.

d. A tendency was noted in certain quarters to take a pedantic attitude toward agency requests and replies which if transmitted, by words or actions, to the agencies will harm the reputation of CIG.

e. The preparation and development of an interagency program for rapid dissemination should be pressed in the interests of service, efficiency, and economy.

f. It was concluded from conversation with various branch chiefs that the overall collection program would be improved if the following measures were taken:

- (1) Reduction in time elapsed in the transmittal of requests from outside agencies to CIG;
- (2) More scientists were allocated to field positions;
- (3) The reference branch were activated more rapidly.

4. Recommendations.

a. That as conditions warrant, a further study be made aimed at reducing the formalization of the present administrative system.

b. That steps be taken to increase the number of scientific collectors in the field.

c. That continued action be taken to increase the activities of the Reference Branch, Office of Reports and Estimates.

d. That the plan for rapid interagency dissemination be presented at the earliest possible date.

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OFFICE OF REPORTS AND ESTIMATES

1. General

a. Organization

The Assistant Director for Reports and Estimates is assisted in his supervisory functions by:

- (1) An Executive Staff
- (2) A Planning Staff
- (3) An Intelligence Staff

His operational functions are allocated to:

- (1) Regional Branches
- (2) A Functional Branch
- (3) A Scientific Branch (recently activated, not inspected)
- (4) A Reference Branch

b. Relationship With Intelligence Advisory Board Agencies

Intelligence Staff. Clearance of papers by the IAB agencies has been satisfactory only in the case of ONI. Usually a number of differing views are held within State Department and G-2 which delays receipt by ORE of final action.

Western European Branch. Considerable delay has been encountered in obtaining reference data for basic intelligence from the agencies. In some instances the excessive delay has obviated the use of the desired information in an intelligence study.

Civil Air Group. There exists a lack of coordinated effort in the collection of intelligence in the civil air field. This field is considered by ORE of sufficient importance to set up a separate staff within ORE to handle civil air intelligence.

c. Relationship With Central Intelligence Group Offices

Planning Staff. It was gathered from the conversation that this staff considered the directives received by ORE from the Director's office are too restrictive in that they stipulate how and when a project should be done and are not realistic due to the personnel situation

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ONE considers that they should be advised earlier of contemplated projects in order that they may have more time to study and comment on drafts before a meeting is called with the other IAB agencies

d. Relationship Between ONE Branches

The lack of a clearly defined policy establishing the working relationship between the Intelligence Staff and the Regional Branches has prevented the development of a systematic method of intelligence production. Conflicting opinions constantly arise between the Intelligence Staff and the Regional Branches relative to the substantive material in intelligence reports. The present procedure policy requires an agreement between the staff and the branch before decisions on substantive material can be incorporated in a report. In gist, chiefs of branches feel that the regional specialist should be responsible for the substantive material. The Intelligence Staff feels that it is obligated to review all drafts submitted by the Regional Branches for both editorial and substantive editing. Existing lack of delineation of responsibilities results in confusion in the branches and delay in production.

2. Discussion

a. Executive Staff, ONE

(1) Organization

The Assistant Director for Reports and Estimates is assisted by an Executive Staff which coordinates administrative details. This Staff is subdivided into the following sections:

- (a) Personnel Section
- (b) Administrative Section
- (c) Message Center

(2) Personnel

The majority of the key positions in the Executive Staff are now filled, except for a Chief for the Message Center Section.

(3) Space and Facilities

Considerable difficulty has been encountered in securing necessary space to provide for ONE's expansion. Although all of "M" Building has been scheduled for use by ONE, the evacuation of the Education Office from this building has been delayed a number of times and now it is

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not expected to move out completely until June. In the meanwhile, 10,000 square feet additional space in this building may be made available to ORE by 15 April. If this materializes, ORE will then have about 28,000 square feet. Space is a problem which constantly confronts each of the sections of ORE.

(4) Operations

The Message Center Section receives, distributes, registers, and maintains files of all documents, cables, dispatches, etc. arriving at, or emanating in, ORE. The Message Center is, at present, performing certain functions of the Reference Center until such time as the Reference Center is formally established.

b. Planning Staff

(1) Organization

It is planned that the Chief of the Section will be assisted by three professionals and three clericals. It is contemplated that the four professionals will be detailed from State, Army, Navy, and Air.

(2) Personnel

Requests have been forwarded to State and ORE for qualified personnel to be detailed for this assignment.

(3) Operations

The following functions for the Planning Staff are proposed by the Chief of Section but have not been formalized:

(a) Preparation and review of intelligence plans, policies, procedures, programs and appropriate implementing directives relative to intelligence research and production and planning requirements therefor.

(b) Preparation of ORE recommendations for the development of coordinated interdepartmental plans, policies, procedures, and programs for intelligence research.

(c) Coordination of the internal and external relations of ORE.

(d) Serving as a representative of the Assistant Director for ORE on temporary and permanent interdepartmental and interoffice committees.

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9. Intelligence Staff

(1) Organization

The Staff is subdivided into:

- (a) A Projects Division
- (b) A Current Division
- (c) A Presentation Division

(2) Personnel

Vacancies exist in each division, but key personnel are available for current missions. This does not include a complete division for basic intelligence. One professional now in the Presentation Division is scheduled to assume this responsibility.

(3) Operations

(a) The Intelligence Staff is organized to coordinate and supervise all OAS activities concerned with the actual production and presentation of intelligence. This staff is organized and operated for the production of current and staff intelligence summaries and studies assigned to it. Its primary mission (as defined by the staff) is the production of coordinated and objective intelligence studies devoid of departmental bias for the guidance of the President and the NSC members in the formulation of national policies. No organization has been established, as yet, for the production of basic intelligence.

(b) The Projects Division is responsible for the production of all special evaluations, situation reports and studies which are not included in current intelligence. The Division does not consider that this responsibility includes basic intelligence. The Division does consider that this includes substance as well as form, a point of view not held by the branches.

(c) The Current Division is responsible for the production of daily and weekly summaries of current intelligence. The Division does not consider that this responsibility includes basic intelligence. The Division does consider that this responsibility includes substance as well as form, a point of view not held by the branches.

(d) The Presentation Division briefs representatives of the IAB agencies prior to their departure for foreign assignments. Upon their return it arranges for their interrogation.

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d. Western European Branch

(1) Organization

Branch Headquarters is assisted by an Information, Control, and Files Section for the maintenance of necessary records. It is subdivided into:

(a) Central Division

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(b) [Redacted] Division

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(c) Southern Division

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In addition to the above, this Branch has a United Nations Section and a Civil Air Section which are functional activities.

Two Air officers and two secretaries comprise the Civil Air Section. The activation was initiated due to the qualifications of the two professionals who perform these duties in addition to their regularly assigned functions in the Western European Branch. The following agencies are interested in obtaining civil air intelligence: State, Navy, A-2, A-5, G-2, Commerce, CAB, and Post Office. These agencies are interested in the subject from their respective views but are not greatly interested in the subject as an intelligence subject.

The United Nations Section consists of one professional and his stenographer. It is contemplated that this Section will be enlarged to approximately ten persons.

(2) Personnel

The most critical deficiency is in the junior professional grades.

(3) Operations

The Branch's entire effort is in the preparation

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of their section of the daily and weekly summaries, special evaluations, and situation reports.

The daily intake into this Branch from all sources is reported to be about 150 cables, despatches or telegrams and 75 - 100 documents of all types, including State, NA and NA reports as well as books and publications. At present, considerable filing is done in the Branch due to the fact that a central repository has not been established.

g. Eastern European - USSR Branch

(1) Organization

The Branch is subdivided into:

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The Eastern European Division is subdivided into:

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The USSR Division is subdivided into:

- (a) Political Section
- (b) Resources Section

(2) Personnel

The Chief of the Branch is now on a special mission with Secretary Marshall in [REDACTED]

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(3) Operations

The Branch's main effort is devoted to the preparation of its sections of the daily and weekly summaries, special evaluations, and situation reports. The Branch is also coordinating the collection of basic intelligence within their assigned field.

f. Far Eastern Branch

(1) Organization

The Far Eastern Branch is subdivided into:

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(2) Personnel

The shortage of clerical personnel has necessitated the use of professionals for performing some of the clerical work. Sufficient clerical personnel are available but space allocations in ONE prevent their employment.

(3) Operations

The efforts of the entire Branch are now devoted to the preparation of their sections of the daily and weekly summaries, special evaluations, and situation reports.

The following situation reports are in draft form or are in process of preparation:

- (a) Korea - Completed draft form
- (b) Siam - Completed draft form
- (c) French Indo China - By 1 May
- (d) China - By 1 June

The summaries prepared in the Branch are substantive in nature only. No attempt is made to put them in editorial form.

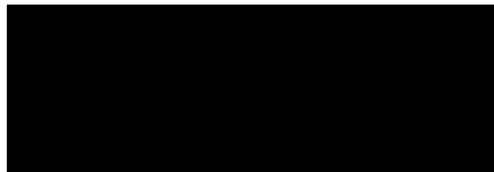
G. Near East - African Branch

(1) Organization

Branches are subdivided as follows:

- (a) Near East Division

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- (b) African Division

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- (c) Middle East Division

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(2) Personnel

Surveys to date have indicated a scarcity of professional analysts with a Near East background.

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The clerical situation in this Branch is similar to that in the [REDACTED]

(3) Operations

This Branch, as in most other regional branches, is devoted wholly to the preparation of its sections of the daily and weekly summaries, special evaluations, and situation reports.

h. Northern Branch

(1) Organization

The Branch is subdivided as follows:

(a) North American Division

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(b) Scandinavian Division

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(c) British Division

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(2) Personnel

The Branch has but recently been activated (2 April 1947) with a Branch Chief and 12 assistants.

(3) Operations

Mission is similar to that of the other regional branches of CIBS.

i. Latin American Branch

(1) Organization

The Branch is subdivided as follows:

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(2) Personnel

Personnel recruiting has been slow due to the scarcity of persons possessing the qualifications established by the Chief of Branch. (Qualifications include a basic intelligence education and Social Science and a Latin American background.)

(3) Operations

The efforts of the Branch are devoted to the preparation of their sections of the daily and weekly summaries, special evaluations, and situation reports.

No plans have been made for the compilation of basic intelligence. It is the opinion of the Chief of Branch that the Branch can be organized to assume this added responsibility.

At present, the Branch receives and processes some 100 to 150 intelligence information reports daily. The majority of these come from the State Department. It is the opinion of the Chief of Branch that insufficient intelligence information is being received for the proper preparation of intelligence reports.

1. Reference Branch

(1) Organisation

The Reference Branch is subdivided as follows:

(a) Graphic Materials

- (1) Pictorial Records Division
- (2) Map Division
- (3) Film Division

(b) Intelligence Documents

- (1) Bibliographic Division
- (2) Selected Reference, Accession and Circulation Division

(c) Central Index

(d) Contact Control Register

- (1) Control Division
- (2) Index Division

(e) Biographical Intelligence Register

- (1) Dossier Division
- (2) Index Division

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(f) Foreign Intelligence Register

(2) Personnel

There are approximately 50 persons assigned to this Branch at present. This number is planned to be doubled by the end of June, increased to 125 during the subsequent quarter and to reach the total authorized 2/0 of 150 by the end of the year. This force is about equally divided between machine records and the reference center.

(3) Space and Facilities

Due to the space required for the installation of the machines and files, additional space is of primary importance to the Reference Branch.

(4) Operations

The function of the Branch is to provide a Reference Center for GIB and the IAB agencies. Records will be maintained of all available intelligence information sources, intelligence information, and intelligence in order to provide ready accessibility.

k. Functional Branch

(1) Organization

The Functional Branch is subdivided into the following groups:

- (a) Economic Group
- (b) Geographic and Sociological Group
- (c) Military Group

At the present time, only the Economic Group is active and this is only to a very limited extent.

(2) Personnel

The Chief of the Functional Branch considers that he has no key positions filled within the Branch, except for the Economic Group. Intermediate grade officers have been assigned for the following four functions within the Economic Group only:

- (a) Economic Affairs
- (b) International Finance
- (c) Fuels
- (d) Minerals

(3) Operations

The Functional Branch has produced one intelligence

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study concerning the financial position of the [REDACTED] and is now in the process of preparing a second concerning the shifting of trade balances in Europe from western to eastern orientation. [REDACTED] makes no attempt to process and screen the daily flow of current intelligence information.

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3. Conclusions

a. Personnel Recruitment and Space

The most immediate obstacle to personnel recruitment has been space restrictions which recently reached a critical condition. However, temporary measures are being taken to alleviate this condition. By 15 April 10,000 square feet additional space in "H" Building is hoped for. With this addition, ONE would have a total of about 25,000 square feet which, it is believed, will suffice for normal personnel expansion until such time as the Education Office vacates "H" Building, when ONE should encounter no further space problems.

b. Reference Material

The regional branches have experienced considerable difficulty in obtaining the necessary reference materials. This may be due, in part, to the lack of an operating reference center or this may have been due, in some cases, to the lack of initiative by the branches. It is believed that when the library of the reference center can be established it would be more efficient to have the Message Center transferred there. The Message Center and branches are, at present, accumulating reference files for transfer to the reference branch when it is organized. This would centralize in one place all materials required for the use of the research branches.

c. IAB Coordination

Clearance of ONE papers with member agencies for their concurrence or dissent has not in all cases been satisfactory in that too much time is frequently required to obtain the necessary action.

d. The exchange of information and documents between the ONE and the opposite members in the IAB agencies has been in many cases too slow. This has been due, generally, to the formalized Message Center procedure. More rapid means of transmittal for short communications are required.

e. Organization

Uncertainty and confusion, with resulting poor morale, exists in several branches, due to the absence of detail and specific directives from the Assistant Director setting forth

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responsibilities, procedures, and targets.

There is a disproportionate concentration of highly competent personnel in the staffs and a lack of clear cut procedures and responsibilities with a resulting dissatisfaction and misunderstanding within the branches.

Too much time and effort is expended on the preparation of the Daily Summary which is only an information document intended to alert its recipients to developments.

ONE is woefully behind the other offices of OIG in its development of its personnel picture in step with the development of its responsibilities. This can be attributed only in part to the qualifications required for ONE personnel.

h. Recommendations

a. That ONE readjust its sights to meet the realities and press its recruitment and space program.

b. Transfer to the Reference Branch, as soon as it can be organized, the reference material now filed throughout the various staffs and branches of ONE.

c. Augment the Planning Staff by one professional detailed from each of State, Navy, and Air or otherwise.

d. That special reports and situation reports be prepared in final form in the branches in accordance with requirements of the Projects Division with a view of eliminating consideration of substance by the Intelligence Staff.

e. That the Presentation Branch transcribe and place in normal dissemination channels intelligence and intelligence information obtained from interviews.

f. That the Projects, Planning, and the branches should be adjusted to handle the compilation of basic intelligence without the addition of another staff section. Specific directives should be issued delineating the responsibilities of the several branches and staffs relative to the compilation of basic intelligence.

g. That emphasis should be placed on procuring for the regional branches that reference material which will assist them in their research and production tasks.

h. That the United Nations Section and the Civil Air Section should be forcibly organized and transferred to the Functional Branch.

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i. There should be a secure telewriter system established between ORE and the IAS agencies for the rapid exchange of classified discussions and information related to intelligence.

j. That when specific directives to the Assistant Director are believed to be needed, that such need be made known to the Executive Director.

k. That a personal study be made by the Assistant Director of his staff organization with the purpose of correcting the present misunderstanding between the staff and branches and that the activities of staff personnel be strictly limited to staff functions.

l. Arrangements should be made to insure that the Functional Branch screens all pertinent incoming intelligence information.

m. That careful consideration be given to organization to insure that personnel have a specific assignment and a clearly defined mission.

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